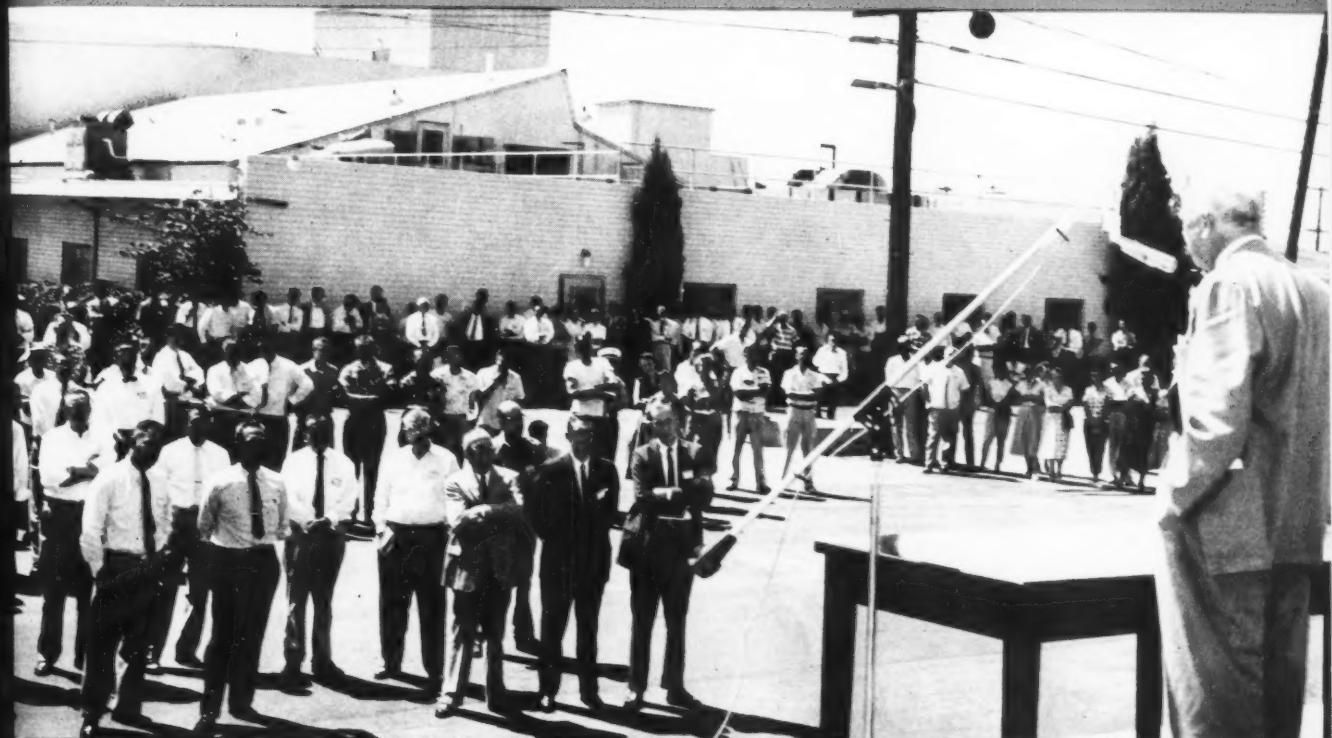


SOCIAL SCIENCES

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# PUBLIC RELATIONS JOURNAL

AUGUST 1959



## POLITICS FOR CORPORATE EMPLOYEES

By Dan A. Kimball

See Page 6

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A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

# PUBLIC RELATIONS JOURNAL

VOLUME XV

AUGUST 1959

NUMBER 8

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Advertising Office:*  
375 Park Avenue  
New York 22, N. Y.  
Plaza 1-1940

*Published by:*  
Public Relations Society  
of America, Inc.  
(MR.) SHIRLEY D. SMITH  
*Executive Director*

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ON THE COVER: Dan A. Kimball, President of Aerojet-General Corporation, is shown here telling a group of Aerojet employees about the volunteer political fund-raising campaign which was designed to get as many employees as possible to contribute to the party or candidate of their choice. Mr. Kimball was formerly Secretary of the Navy.

*Photo Courtesy Aerojet-General Corp.*

Published monthly, copyright 1959 by the Public Relations Society of America, Inc., at 375 Park Avenue, New York 22, New York. Carroll R. West, President; Kenneth Youel, Vice President; Emerson G. Smith, Secretary; Thomas F. Robertson, Treasurer; Shirley D. Smith, Executive Director. Of the amount paid as dues by Members and Associates of the Society, \$7.50 is for a year's subscription to the PUBLIC RELATIONS JOURNAL. Registered as second class matter October 29, 1954, at the post office at New York, N. Y., under the act of March 3, 1879. Subscription rates, \$7.50 a year domestic; \$8.50 a year foreign. Single copies 75 cents each.

# Editorial

## A SMALL BET ON POLITICS

● Prior to the national election in the United States in 1958, quite a number of employers decided to do something about politics.

After the election, however, the subject of the relation of business and politics jumped into first place in the minds of a vast number of managerial people. This, of course, included their public relations directors and staffs and their consultants.

The interest has continued at a high level and this unquestionably will go on through the national election year of 1960.

Public relations practitioners and managements of those organizations they serve recognize that business-politics relationships are extremely complex. It would require a whole library of books, periodicals, brochures, surveys, reports, and copies of speeches to cover the field even partially. And much still remains to be learned.

Therefore, the JOURNAL wants to take up one facet at a time. In doing so we know that the opinions expressed by one individual won't necessarily win general approval. But at least he can sharpen the thinking of many readers.

For instance, our lead article in this issue of the JOURNAL was written by Dan Kimball, former Secretary of the Navy, and now president of Aerojet-General Corporation, the largest producer of rocket engines and propellants in America.

Mr. Kimball represents a non-partisan school of thought that every adult eligible for voting should be urged to register and actually go to the polls. He wants his employees to be well informed about issues and candidates supported by the major political parties.

He adds another vital point in his thinking: "About the best way that I know to make them (the employees) interested is to get them to contribute freely to the party or candidates of their choice. If a man has a couple of bucks on a horse, he's going to be much more interested in how he runs . . . And the same goes for politics."

Mr. Kimball then proceeds to outline his "Good Citizenship Campaign." Some 50 companies have asked for specific details of this program.

Employees were urged to see and hear candidates who were invited to the company plants. Desks for State Deputy Registrars were set up in plant cafeterias and other convenient places to make it easy for employees to register. About 2,000 registered who probably would not have done so otherwise.

But fully as important, 70 per cent of the working force made financial contributions to a party or certain candidates. These contributions averaged well over \$2.00 per employee.

Political parties heretofore have been too reliant upon a small number of wealthy people. To get the electorate as a whole to contribute has depended on appeals largely through the press, broadcasting and letters. But need for further effort has become apparent—something along the lines which Mr. Kimball describes.

Such work is done successfully in fund raising drives for charities which lean heavily on personal solicitation.

Numerous employers probably will adapt the Aerojet-General concepts or techniques. Others will prepare a different program of their own—or do nothing at all. But at least Mr. Kimball's forthright writing should stir up some thinking and comment.

What might well have been another lead article in an issue of the JOURNAL is entitled "Putting Personality into Print." William G. Werner prepared this material. He has served as a President of Public Relations Society of America and is director of Public and Legal Services for The Procter & Gamble Company. He presents an exceedingly valuable message for public relations practitioners and their managements or clients. This includes a discussion of the psychology, organization and techniques of business communications—letter writing and printed material of several kinds.

A most successful public relations handling of a notable guest from overseas, in this case King Baudouin of Belgium, is described in "The Royal Visit," by Ben F. Carruthers.

Professor Frank M. Dunbaugh gives us a stimulating and entertaining account about getting approvals for editorial material to be released for publication.

Cliff Hutchinson provides a successful format for a public relations program for highways. This could be adapted to a variety of other activities.

Dwight Rockwell tells about a fascinating "Library of Ideas" from which public relations people can benefit. Book reviews and letters to the editor round out the contents.

Coming up in the next several months is other editorial material which we hope and expect will be of unusual interest and value. ●

—VERNE BURNETT



## Anticipation

*such a pleasant state*

A great deal of the charm of a new issue of a magazine is **ANTICIPATION**. While most readers are familiar with the general style and direction of a magazine, they also know that everything in the issue will be fresh and

new. Page after page—editorial or advertising—is greeted with heightened interest, for each brings a new experience. This wonder and curiosity greet your advertising in every issue of every magazine in which it appears.



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**KICKING OFF THE GOOD GOVERNMENT** fund-raising campaign is Dan A. Kimball (left), President of Aerojet-General Corporation, who presented a personal contribution of \$500 to J. B. Cowen (right), Manager of Manufacturing in the Solid Rock Plant.

## POLITICS FOR CORPORATE EMPLOYEES

By **Dan A. Kimball**

● I think that it is about time for somebody to say a few plain words about political activity by employees of a company or a corporation.

They are citizens and they have a stake in the community in which they live and in the welfare of the nation as a whole. They should be encouraged by their employers to take an interest in local, state and national politics.

About the best way that I know to make them interested is to get them to contribute freely to the party or candidates of their choice. If a man has a couple of bucks on a horse, he's going to be much more interested in how he runs. The same goes for the women. And the same goes for politics.

### Experimented last year

We made the experiment last year at our Aerojet-General plants in Azusa and Sacramento, Calif., and we consider it a success. Our employees are a cross section of Amer-

ica. They came from all the 50 states. They are of nearly all ages and conditions of life. They represent nearly all national origins and include whites, Negroes, Orientals and American Indians.

They are involved in developing and building propulsion systems for America's major missiles such as TITAN, POLARIS, HAWK, MINUTEMAN, BOMARC, GENIE and many others. We have technical and clerical personnel in large numbers, probably the highest percentage of Ph.D.'s in American industry, and strong union (IAM) groups. Management is divided, party-wise, between Republicans and Democrats.

We called our program a "Good Citizenship Campaign" and it drew its inspiration from the program of The Heritage Foundation and kindred efforts, but it received a great deal of attention as the Aerojet-General Plan.

I gave it all the support I could because I feel it is important to have all our people think and act in political affairs. That's the best way to preserve our democracy. I don't care how

they vote, as long as they vote. And the best way to get them to vote is to get them to invest a few dollars on their favorites.

There was a time about a generation ago, or a little further back, when interest in politics was more widespread and lively. Certainly if you go back to the days before the first World War, I think there was a deeper understanding of issues because life was more nearly stable and relatively more simple at that time.

### Issues have become obscure

Since then two things have happened that have tended to obscure issues and cause loss of interest.

First—there has been the extensive migration of Americans from state to state and across the country in both directions.

This movement has separated children from the paternal household and the home community where they had roots and in the normal course of time would have become civic and politically minded. It takes time to

know local candidates and issues, and with many of our people moving every year or two to new parts of the country the old continuity of interest has been lost. This has got to be recaptured or rebuilt by such efforts as our company made last year.

Secondly—political affairs have become much more complicated because of the growth of the national economy, which tends to focus into powerful industries, and powerful unions which require powerful central government if they are to be controlled for the general welfare. The growth of powerful enemies outside our borders, such as Communism, also has made it necessary for us to give new directions to problems of security and defense. This change has resulted in budgets undreamt of a generation ago.

On top of all this, as the prosperity of our citizens has multiplied, their personal interests have become much more varied and expansive. They don't seem to find the time they had in the old days to think about politics; and as long as they are well-employed and able to buy the latest gadgets, they don't seem to worry too much about where all these things come from.

But when you get a set-back as we did in the early '30s—and again in a smaller way a couple of years ago, they think a little harder. They get back to thinking in terms of politics and do something about it.

#### "Feast and famine"

Now, as you can see, this is the application of the "feast and famine," "stop-and-go" theory to our political affairs. It isn't a good thing in politics any more than it is a good thing in industry or in our economy. I think we would be better off if more people regularly thought about politics at all levels—local, state and national. That is the basis of various types of campaigns which have been undertaken during the last few years at the instigation of various editors and civic organizations and notably by the American Heritage Foundation, which is trying to remind all Americans of their great traditions—particularly that of the privilege of choos-

• **DAN A. KIMBALL**, the President of Aerojet-General Corporation, is a World War I air pilot whose continued interest in aviation led him to the leadership of the largest manufacturer of rocket engines and propellants in the United States. The company has headquarters in Azusa, and operates plants in Azusa and Sacramento.

Mr. Kimball was born in St. Louis, Mo., where he attended public school. He later left school for full-time employment and completed his education through correspondent courses.

After serving with the Army Air Service in World War I, he joined the General Tire and Rubber Company as its Los Angeles manager. In 1944 he became a Vice President of the rubber company and Executive Vice President and General Manager of Aerojet Engineering Corp., Azusa.

Mr. Kimball served as Secretary of the Navy from July 31, 1951, through January 19, 1953. He had also previously served as Assistant Secretary of the Navy for Air and Undersecretary of the Navy. •

ing our public officials from among our fellow citizens.

This brings me to the plan we inaugurated last fall at our plants in Azusa and Sacramento. We called it a "Good Citizenship Campaign." Because we kept it on the level, it attracted a great deal of favorable notice. We were neither interested in furthering any aim of management nor the corporation other than trying to get our employees to participate intelligently and enthusiastically in the 1958 campaign.

We all know that if you back your favorites with a few dollars, you're

more likely to take an interest in what they stand for and who they are—and to do your part to make winners out of them.

Our plan was as simple as that.

Our employees were urged to register.

They were urged to see and hear the candidates whom we invited to our plants for that purpose.

And they were urged to contribute freely to the party or candidates of their choice to help them get elected.

There was no pressure of any kind—direct or indirect—at any time on

*Continued on Page 8*

**AN AFTER-HOURS DRIVE** was conducted at each Aerojet-General plant by volunteer employees to boost "good government" during the recent fund-raising campaign sponsored by the Corporation.



anyone to contribute to any particular party or any particular candidate or any particular cause.

We were not trying to mobilize our employees in favor of any law, policy or candidate that would help our industry or our corporation as such. That is dangerous business and I would have no part of it.

A large number of our employees have come to California in recent years and many have not affiliated themselves with any political body since their arrival. We wanted them to get acquainted with people like Governor Knight and Senator Knowland; Pat Brown and Clair Engle (now Governor and Senator respectively)—and especially their local Congressional and state candidates.

At the same time I felt, like many others, that the political parties have been dependent for too long upon wealthy people for the sinew of electoral campaigning, which is money. I think such a situation is unhealthy in a democracy.

Past efforts to fill party chests by

many small, rather than a few large, contributions have depended on public appeal through press, radio, and so on. Anyone who ever endeavored to raise funds for charity or other purposes knows there is no substitute for personal solicitation.

From the beginning it was clear that if we were going to be successful we would have to adopt a routine similar to those used in charity drives carried out in the plants and offices of industry. But since there was no precedent, we had to set up our own system.

#### No pressure allowed

One of the first questions was whether this was the proper thing to do. We concluded that it would be right and proper if no shadow of pressure was permitted to intrude. This set a tone of our whole effort. The company took pains to assure all employees that the plan was entirely apart from corporate affairs; that contributing or not contributing would have no effect whatever on their

standing as employees, and that no records would be retained.

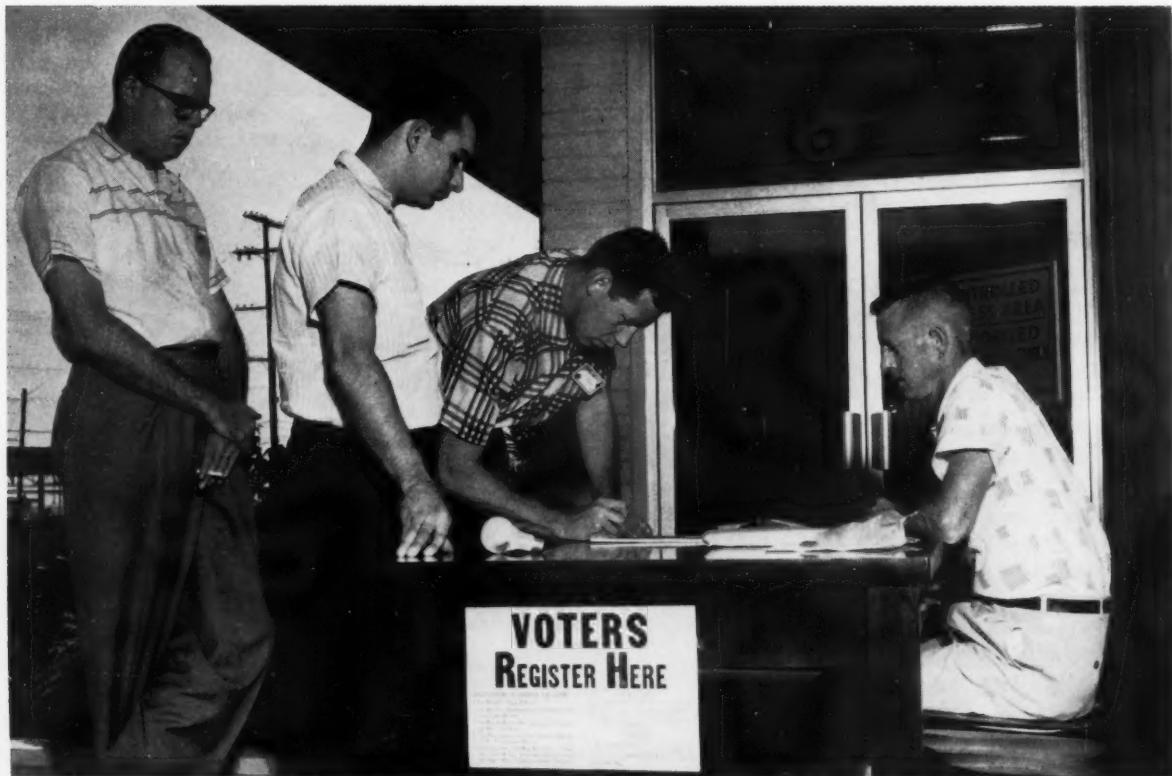
The plan was simply to offer a convenient opportunity for each employee to support his own political views in a tangible way if he wished to do so.

The second question involved the nature of our business. Aerojet is a large contractor for the Government. We consulted the Department of Defense on this problem and their legal officials agreed that there could be no legal objection.

Democratic and Republican Good Citizenship Committees were formed at both Azusa and Sacramento. They included women secretarial employees, union committeemen and shop stewards, supervisory people and company officers. Two vice presidents, a Republican and a Democrat, respectively, headed up the campaign at each plant. The program was announced in a memorandum distributed to all employees, signed by committee chairmen.

The committees organized solicitors  
*Continued on Page 19*

*TWO THOUSAND VOTERS registered during Aerojet-General's "get out the vote drive."*



# August 27, 1959—Oil's 100th Birthday

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We are paying tribute this year to Edwin L. Drake, whose oil well put us into business in 1859, and to such other oil pioneers as Samuel Kier, the first refiner; Samuel Van Syckel, the first pipeliner; and Dr. William Burton, inventor of the "thermal cracking" process in refining.

Every industry has its pioneers and they deserve tribute. Every industry has its story. The anniversary of the Drake well gives us a chance to tell ours.

The story of oil is one of weedkillers and sulfa drugs, nylons and rocket fuels, axle grease and toothbrushes. But most of all . . . it's a story of low-cost energy for America.

Most people don't realize it . . . but *energy use is the barometer of our well-being*, a measure of our standard of living.

In America today, energy largely means oil and

This is the message that  
we hope millions of Americans  
will see and remember  
in 1959.

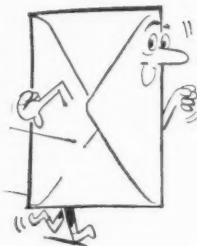
natural gas. More than two-thirds of the total energy needs in this country are met by these two fuels. In little more than 15 years, our energy needs will double and the job of petroleum will be twice as big.

**Why do we cite these facts? . . . tell this story?**  
Well, we hope it will get to the heart of what we really want to say.

As we look forward to a second century of service, we are thankful—above all—for the American system that has made it possible for us to find and develop the low-cost energy the nation needs—the same system that has made possible the progress of all other industries comprising the fabric of our American society.

We share with all public relations people the responsibility for helping to preserve those principles of freedom from which all *past* success has come . . . on which all *future* success depends.

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# PUTTING PERSONALITY INTO PRINT

**EDITOR'S NOTE:** This article is an adaptation and condensation of a recent speech made by Mr. Werner before the 31st Annual Luncheon, New York Direct Mail Day.

By Wm. G. Werner

• Probably the first lesson that a person learns when he is given the job of business communications over direct mail is that he should have his messages, especially his letters, seem to talk to their recipient as "you." Often, of course, this point seems overworked when we receive business letters that jab the word "you" at us with irritating repetition. Nevertheless, the principle involved here is a basic guide.

There is, however, another "you" involved who is equally important in the creation of mail material, and the need for remembering him seems so self-evident that the very simplicity of the need explains why so often it is overlooked. By this I mean the writer of the letter or creator of the mailing material is a "you"—a person, that is—just the same as is the recipient.

Here are a few illustrations of how important this other "you"—this personality of the sending organization—is in mail material of various kinds.

## Letterhead sets the pace

The impression over the mail of the character and tone of an organization is often dependent upon such a simple thing as the kind of a letter-

head that is used. Obviously, the impression to be given by letters concerning the people in, say a bank or wholesale house, is different from that of an organization that primarily seeks the patronage of housewives, such as a service organization or an appliance distributor. Yet how often is not only the letterhead, but the salutation, signature and title geared to the character of the writer—the "you" of the sender, considering the job to be done?

In our business we receive thousands of letters each week from consumers. In order to convey the impression that interested people—not a cold corporation—are replying to these letters, our letterhead shows a department that bespeaks service (Division of Consumer Service). Because practically all of our consumer mail comes from housewives, to emphasize further the personality of the sender, we have these letters signed, not by the company, but by a woman. It would be just as easy, of course, to use a company letterhead without a department legend and to sign these letters with "The Procter and Gamble Company" by "John Robinson, Manager" of such and such department. But then the impression of a person—a friendly person—would not be nearly as likely to strike home.

In most of our mail work with consumers, we do not need, nor encourage, a reply. However, when we do seek one, the value of return envelopes is worth mentioning. There is a real advantage in the extra step

of typing a name in the lower left-hand corner of the return envelope. Little things like this quite often contribute toward making a large company, through the use of the "you" of the organization, turn into a personal-service business of considerably more warmth, with more customer-loyalty as a consequence.

## Inserts can amplify letters

Many organizations overlook the possibilities of service inserts as reinforcers and amplifiers of their letters. For example, we answer many letters from women asking us questions about how to give a home permanent, how to prepare certain kinds of foods, how our contests are judged, and so on. Although these inquiries are answered with a separately typed letter, we can make the answers more extensive and helpful and, we believe, more interesting and friendly, by attaching to the letter a leaflet, pamphlet or booklet (depending upon the type of inquiry) which goes into details more thoroughly than a letter could.

Rather than attempt to tell the whole story in a long-drawn-out-letter, or risk an inadequate reply, we have learned how much better it is to write a few friendly lines saying, "I could write you a long letter about this, but if you will read the attached folder, I think you will get a better idea of what I am trying to say."

This procedure carries with it the obvious importance of making inserts seem both friendly and understand-

able to the recipient. Each of us, I am sure, has bought through the mail an article of utility or service which has important accompanying printed material—much of it in a type-size which requires an extra new set of bifocals. Often, such labels, tags or inserts seem to talk like engineers, technical people or inventors who are overlooking the fact that Mrs. Housewife doesn't know a bolt from a screwdriver.

Friendliness, clarity and ease of reading in material of this kind is worth spending time and money for, as one more way to put the "you" of the organization into its message.

Not long ago I examined a sizable batch of the material mailed with the monthly statements coming to my home. A considerable proportion of these pieces had only one illustration—a picture of the product. No pictorial "How to do it" or "Before and after use" suggestions. No "trouble" cartoons to illustrate the wrong way or "smile" cartoons, the right way. *All deadly serious.* Why should the manufacturer of a commodity such as one of these conclude that a picture of his product was the only interesting illustration he could use?

In the preparation of insert material concerning products, the folksy, conversational tone of it and its attention-arousing powers we have found can be improved by the use of light, good-humored illustrations which show the reader that you are on his or her side and are not lecturing or instructing, but talking, person to person, about the product or its use.



*PROMPT ANSWER to a letter is only half the story.*

While discussing inserts and leaflets it would be well to offer this suggestion, based upon experience: When you are explaining a product, service, project or cause, regarding which there are many facts to be kept in mind, a time-tested communication method is that of question-and-answer. A series of questions about the subject of the correspondence, each followed by simple answers in conversational language, does two things. It not only puts the facts in a simple way so that your reader will understand them, but it does something even more important—it puts you on the side of the reader by intimating that you, like the reader, have been puzzled by questions and have worked out some sensible answers to them.

#### **"Pamphleteering" in communication**

One of the oldest forms of printed communication, probably, is what used to be called, years ago, "pamphleteering." Some of the greatest causes in history were promoted through it. Our revolutionary history reminds us of the importance of this medium during that period. Today, one of the important over-the-mail tools is the printing and mailing of speeches or talks, and no one fails to receive some of these during the course of a year.

One day an executive may receive the printed version of a Congressman's speech before the House. For understandable reasons of economy, it is printed on cheap paper with tight typography. The paragraphing and

sub-heading may or may not attempt to make the content more clear. Occasionally, a paragraph may be set in all-caps for emphasis, despite the fact that several lines of typography of this kind are harder, rather than easier, to read. This is an illustration of one extreme in printing a speech for mailing. At the other more happy extreme we may find a job done on coated stock with a two-color cover carrying an interesting title, with paragraphs carefully spaced for easy reading and with frequent, thought-provoking sub-heads in color.

Now, the Congressman's talk possibly is more important to the reader, for his education and information, than is the second talk from the president of the Superior Nuts and Bolts Company given to the Hardware Manufacturers Association. Chances are, however, that the bolts and nuts talk—with care and taste in its make-up and typography—will get a better reading than the Congressman's oratory, fresh from the Government Printing Office. The businessman orator simply is using good over-the-mail selling technique in preparing his product for the widespread and interested reading.

Any company with a large number of shareholders is faced with the problem of how to inform them about the products, policies and progress of the business. Several years ago, a company that had been supplying materials mainly to the military suddenly found its sales tobogganing. It issued an unfavorable annual report which hit its

*Continued on Page 12*



*CONSUMER MAIL usually comes from housewives.*



*SEEKING A REPLY? Consider use of return envelopes.*

stockholders like a bomb. To make matters worse, it was accompanied by a curt letter from the company president. A minority group of the stockholders didn't like that kind of treatment; they organized a protective committee and within three months a new management was in charge.

The difference between a shareholder who understands a management's objectives and one who does not often is largely traceable to the kind of material that is sent to the shareholder to explain progress, capital needs, competitive problems, and in general, objectives of the company's management.

It is safe to assume that any business serving consumers will naturally receive complaints. Letters of complaint from customers are usually not easy to handle. Anyone writing a complaint likes to feel that the business of the company receiving the complaint grinds to a halt while the cause is being investigated and handled. The value of promptness is obvious. Here, more than in probably any other instance, the importance of putting the "you" of the organization into a letter is important.

Promptness, however, is only half of the step. Even more important is the tone of reply that is sent. Does it seem to come from a real person who is interested and trying to help solve the difficulty? Or does it seem to come from a cold, impersonal corporation that is only a creature of the law? Does it seem chilly and formal and convey the impression of a stiff-collared floorwalker, in a fancy store?

If you have not established a practice of systematically checking up on your complaint mail, looking sincerely for a "I want to help you" type of handling, I recommend that you look into the possibilities. The returns, in terms of letters that make you feel good, when the complaint was properly answered, are well worth the time involved. Imagine a young lady correspondent reading a letter which says: "I hope your boss will give you a salary raise since I am sure that you go out of your way to please all dissatisfied customers as you did me."

After all, good intentions and fine policies laid down for correspondence

handling are not worth their salt unless they are followed up. A check-up, in the shape of a periodic, thoughtful dip into incoming and outgoing mail of all kinds can reveal the extent to which the things that should be done are *really* being done.

#### **Summing up direct mail practices**

To sum up, why this series of homilies concerning some fairly self-evident practices in handling mail and preparing material designed to influence people over the mail? There are two main reasons:

The first is because many JOURNAL readers are sincerely interested in one or another of several public health, educational or welfare causes, and hence they find plenty of opportunity to help in their direct mail work. These readers know, I am sure, of the many ways in which direct-mail promotion and solicitation in the interest of a church, or hospital or other institutions depend upon volunteer advice. Here some of the points I have made can be passed on and put to good use.

A second reason for this article is to emphasize the fact that the mail and practices of businesses regarding all kinds of their mail work are subjects of continuous scrutiny, complaint and criticism these days. Material that comes through the mail can be classed as "nuisance" or "junk" mail or as interesting material that the recipient takes pleasure in reading. The difference very often is simply a matter of planning and creation.

Those of us who believe that this part of the business job deserves personality and brains of a high order can contribute in an important way toward spreading that philosophy. This, in turn, can help materially to



• WILLIAM G. WERNER, *Director of Public and Legal Services for The Procter & Gamble Company, Cincinnati, was appointed to that office in 1954. Born in Cincinnati, Mr. Werner joined The Procter & Gamble Sales Department in 1911, and from 1925 to 1940 served as Manager of the Advertising Division. In 1941, he organized the Company's Division of Public Relations as Manager.*

*In his present office, Mr. Werner directs and coordinates the activities of the Company's Public Relations and Legal Services Department, including trademarks and other legal matters involving public opinion. The Company's Consumer Correspondence Section, part of the Public Relations Department whose activities are coordinated by Mr. Werner, individually answers from 75-100,000 letters a year from people who have a wide range of interest in the Company and its products.*

*Mr. Werner is a past president of the Public Relations Society of America. •*

quell the rising tide of criticism which can lead to unfortunate discriminatory taxation and regulation of what, next to personal communication, is the most valuable tool of communication the business world has. •

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—RALPH MCGILL, *Editor Atlanta Constitution*

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# The Royal Visit

## A Public Relations Success Story

By Ben F. Carruthers

● His Majesty, King Baudouin of the Belgians, is a distinguished recent convert to American-style public relations techniques, which helped to make his May visit to the United States a success.

At his unprecedented reception for the Belgian and Brussels-based foreign press in the royal palace on June 2nd after his triumphant return, the 28-year-old bachelor monarch observed that he had learned a great deal in the United States and had been particularly impressed by modern American public relations techniques.

"In this domain," he said, "the United States is certainly the leader." To this he added, "American methods differ widely from those practiced here." He had every reason to say this, since he was by that time aware of the extent to which Belgium herself had benefited from favorable press, radio, television and newsreel reporting and commentary in America on the royal visit.

### Handicaps beforehand

There had been some handicaps beforehand. These included the rather consistently indifferent and even chilly United States press reactions heretofore accorded Belgian sovereigns since the tragic death of the beloved King Albert in 1934. One prominent, widely-syndicated United States commentator, for example, had cited a non-existent tradition that "Belgian kings never smile" in reporting an apparent glumness and lack of cordiality surrounding King Baudouin's cere-

monious official opening of the Brussels' Fair in the spring of 1958. Then there were "advanced reports" from United States correspondents in Brussels of "difficulties in the King's family relations," his "seriousness," "shyness," "dour nature," "studiousness," etc., all of which certainly did not prepare the American people accurately for the personality it was to see. From the first days of his Washington visit, when he met the press with charm and informality, and when, dressed in the uniform of a Lieutenant General in the Belgian army, he spoke before a Joint Session of the United States Congress on the universal problems of youth, peace and democracy, the King struck a responsive chord in American hearts.

His ready smile, patience and serenity belied the advance press gossip of "a hard subject" to cover. Not once during the barrage of camera activity, flashing bulbs, stroboscopes and "please, just one more" in Washington, Detroit, Chicago, Dallas, Los Angeles, San Francisco, Omaha, New York, Wilmington and Norfolk—as well as points in between—did the royal visitor flag or show the slightest annoyance at the demands made on him by the fourth estate. Nor did he forget to show a winning smile.

To one request from a press photographer in New York, "Your Highness, take off your glasses and clean them so we can get a casual shot," the King replied softly, "Sorry, I never remove my glasses while I am awake."

*INSPECTING THE X-15 in Los Angeles: King Baudouin seated in the cockpit of an experimental plane during his tour of North American Aviation's Los Angeles Division. With him is Al White, a test pilot.*





*WAR VETERANS of Belgian descent greet King Baudouin on his arrival in Detroit.*

Since he is a camera bug himself though, it was an easy matter to pose him immediately thereafter examining a New York newspaper cameraman's equipment, a candid picture which the paper itself was pleased to print.

The Belgian Embassy, the Consultates in important cities where His Majesty visited, the Belgian Information Center and the Belgian Industrial Information Service in New York had, of course, begun to smooth the way for their royal visitor with the American press from the moment the visit was announced. The United States Department of State and the United States Information Service also cleared their decks for action. The United States Armed Services, who were hosts to the King in Washington, D. C., Texas, New Mexico, Nebraska and Virginia also made contributions in the public relations area, while the various host cities' own public events experts went to work as well.

Private United States businesses which were hosts to the King on some occasion during his visit put their public relations people to work also with success. These included General Motors, Ford and Chrysler in Detroit, North American Aviation in Los Angeles and International Business

Machines' World Trade Corporation in New York.

#### **Press club visited**

The King's first visit upon his arrival in New York on May 27 was to an Overseas Press Club reception for 300 of its members and a contingent of American-based representatives of the foreign press. At this informal affair the King noted that insofar as his press relations were concerned, it was the press that had changed its tune, not he. After a brief statement, he merely walked around the dining room informally shaking hands and engaging in pleasant conversation. A photo of this meeting of Monarch and press was wire-photoed around the world.

Also in New York His Majesty was the well-publicized guest of the Belgian Chamber of Commerce in the United States, The Hennepin Society, the Mayor of New York, the Belgian-American Educational Foundation, the Governor of the State and the Belgian colony.

Although it had been announced that he preferred *not* to receive the traditional ticker-tape tribute along lower Broadway, he accepted the honor with grace. One observer, at

least, is convinced that he relished every moment of the tumultuous acclaim.

While in New York, he even found time for an afternoon constitutional stroll, which took him past some store windows where an elegant tribute to him and to Belgian craftsmanship in diamonds and crystal was on display.

In each address, the final draft of which he prepared himself, the King spoke briefly on a single theme in a well-modulated baritone, with a mere trace of French accent. At the Belgian Chamber of Commerce luncheon in New York, for example, before 600 members and guests, his theme was the growing Belgian-American economic cooperation in trade and industry. The speech was carried by the United States and Belgian press, radio, television and newsreels.

#### **Belgian royal family rescue**

At the City's luncheon in New York, the King spoke on Belgium's promise to the Congo to help to raise the economic, political and cultural levels of the Congolese people by means of the steps already outlined in promises by the King and the Belgian government made in January, 1959.

*Continued on Page 16*

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Published as complete publicity directory. BACON'S PUBLICITY CHECKER — the bible for building accurate lists. 336 p. p. — \$18.00. Send for your copy today!



*EXACT SCALE MODEL of General Motor's experimental Firebird III, the latest in a series of cars built to test the feasibility of gas turbine power, is studied by King Baudouin. The model was presented to the royal visitor by John F. Gordon, GM President, as a memento of his visit.*

It was at this affair that the ever-alert New York City Department of Commerce and Public Events produced Corporals Joseph J. Kratzer and Joseph M. Sassano, formerly of Troop E, 121st Squadron of the American Seventh Army in World War II, which had rescued the Belgian royal family from the Nazis on May 7, 1945. King Baudouin was then, of course, an adolescent Crown Prince.

Perhaps, though, the greatest triumph was the King's homecoming to Brussels on June 1st, when the Belgian people, who had followed the Monarch's United States visit avidly in their newspapers, on television and in the newsreels, exploded with such cordiality and enthusiasm for their young king that seasoned observers then and there forecast a new day for the Belgian monarch's place in the affections of his people.

Stories of undue influence in the royal family over the King, of his father's proposed moving from the royal residence at Laeken Palace near Brussels, of disputes between clericals and anti-clericals over the civil and religious ceremonies to solemnize the forthcoming marriage of Prince Albert, the King's brother and heir, were forgotten in the solid Belgian cries of

"Vive le roi!" and "Leve de Koning!" (the Flemish version of the same), along a 15-mile route from the airport to and through Brussels amid a blizzard of flowers and the joyous peal of hundreds of carillons. The miracle was wrought largely by the success of the American tour and the King's own quick appreciation of how much can be accomplished by proper public relations, shedding out-moded ceremony and formality, and bringing a modern, constitutional monarch closer to a people whose only desire is to take him to their hearts. •

• For the past fifteen years, BEN F. CARRUTHERS has made a specialty of international public relations, serving several governments, including the United States, Brazil, Venezuela and Belgium, and two international organizations, the Pan American Union and the United Nations.

Since early 1957, he has worked professionally to encourage greater economic cooperation between Belgium and the United States.

He holds degrees from the Universities of Wisconsin and Illinois, including a Ph.D. in Romance Languages from the latter, and is a Member of the Public Relations Society of America. •

*Is it wise or stupid for a writer  
to show company officials data  
he has gathered about their corporation  
before it appears in print?*

## SHOULD YOU LET YOUR SITTER SEE HIS PORTRAIT?

**EDITOR'S NOTE:** While the author of this article is primarily interested in sales and advertising, the experiences he relates apply directly to the activities of numerous public relations people.

By Frank M. Dunbaugh

● Suppose an unbiased writer on industry has gathered data from many sources, but chiefly from executives of large corporations. *Should he submit his final manuscript to these officials for approval?* Or should he lock it in his desk so that they will not catch even a glimpse until it is fixed forever in unalterable type?

This ticklish question I had to answer before sending the manuscript of my new book, "Marketing in Latin America" to the publisher, Printers Ink, because case histories of the marketing operations of U. S. corporations in Latin America form the heart of the book.

### A dilemma

Here was my dilemma: I had an about-to-be-confirmed suspicion that business executives "play it safe" by scratching out all controversial items and intimate anecdotes, leaving the article spineless, spineless and dull reading . . . yet I had to face the fact that dozens of top flight advertising managers, international sales managers and heads of Latin American subsidiaries of U. S. companies had taken time to help me assemble worthwhile data about their diverse ways of solving those uncommon problems which leap out at you

when you start selling in Latin America. They had earned the right to a quick glance before their methods of doing business were bared.

Then, too, situations change fast in an expanding market. The corporation which did all of its manufacturing in the United States, six months ago, may be building a factory in Mexico today . . . or it may be establishing a licensee who will fabricate its product in Brazil tomorrow.

Hence I mailed each of my contacts a copy of the material I had written about his company.

### Some added worthwhile material

The results were about as I might have prophesied. Four companies added worthwhile new material. Fifteen of my manuscripts came back approved except for minor changes. Two of these changes were unimportant but revealing. Of one company I had written, "They produce everything from fertilizers to cigaret lighters." Company officials deleted the latter item with a note that their range of products was varied, but did not include cigaret lighters. I substituted another item, but could not resist urging the company's high brass to read paragraph 11, page 9, of their own brochure. They were good enough sports to thank me. They do manufacture cigaret lighters.

My chapter on a company which has been singularly successful in Latin America included this paragraph:

"A highly respected senior employee was sent to Mexico as an executive of their about-to-be-

opened Mexican branch. The day after his arrival, he over-indulged in the rich and delicious food of one of the world's most gracious countries. This, plus the unaccustomed altitude, brought on a violent case of tourist's complaint . . . or "Montezuma's Revenge" as the manager of the Mexico City branch of the First National City Bank calls it . . . The old fellow boarded the next plane for the States—and never returned."

This tale was quite rightly deleted by a top executive of the company. He wrote me a letter asking how I ever got hold of such an untrue story. He had been in Mexico during the entire first year of operations. Nothing of this sort had happened. What was my source? I simply mailed him a speech given by the chairman of his board of directors, printed and distributed at company expense. There in bold type was the story just as I had given it. (Naturally, I omitted it from the final manuscript.)

Another corporation held its manuscript chapter for weeks. It was one on which I had been collecting data for more than a year, and a key chapter of my new book. No replies came to my letters and wires. I was frantic. At last one day my manuscript appeared in my mail. On it were marked six fairly minor changes, each in a different handwriting. The accompanying letter from my contact explained that "all published material about our company has to be read and approved by six vice presidents."

*Continued on Page 18*



• A former New York advertising executive, FRANK M. DUNBAUGH is an Associate Professor of Marketing with the University of Miami. Mr. Dunbaugh served in World Wars I and II and was decorated with Croix de Guerre by General Charles de Gaulle. He is the author of several books and articles on marketing and international affairs. His most recent book, "Marketing in Latin America," will be published this month by Printers Inks Books. He is a member of the American Academy of Advertising and Phi Beta Kappa (Yale). •

Another threatened delay was caused by a giant company . . . in fact the largest in its field . . . which insisted that one of its dozen vice presidents had sole authority to sanction material for publication. He happened to be on a six months tour of Europe. I must be patient and await his return.

#### Permission granted—provided . . .

We finally reached a compromise. I was "permitted" to publish the article with changes suggested by company executives, *provided I did not list the name of a single official of the company as a source of information.*

Most surprising was the divergence in attitude between different corporations. According to my records, 12 thanked me courteously for giving them the privilege of going over the final manuscript. These mailed them back with a few corrections, and no

comment. Four took the attitude that final decision on what was to appear rested with company executives, not me . . . in fact handled the correspondence as though the company's management had employed me to write a publicity article.

$$12 + 3 + 4 = 19 \text{ companies.}$$

That leaves one corporation which fought me to the end and won what might be rated as a technical knock-out. Apparently, the ten seemingly innocuous typewritten pages of my manuscript drove a nail right through the hearts of the managers of this concern. Their agitation amused me because I had felt from the first that the material I had been able to dig up about their Latin American activities was scarcely worth including in the book. They had furnished me with cut-and-dried data about their number of subsidiaries, their chain of command, no real facts, and no exciting stories about how they sell to Latin Americans. This chapter was all statistics, *except for one item.* In glancing through the president's annual report to stockholders I came across the following paragraphs:

Operations of (name of subsidiary in Venezuela) during 1957 have been practically the same as in the previous year, as importers of (generic name of product) have continued to receive exoneration of tariffs in spite of the promises previously made that these exonerations would be abolished when the Company commenced production several years ago; however, it is hoped that this situation will be remedied soon.

The Venezuelan (name of one of company's products) industry has, in turn, been seriously affected by the large quantities of imported merchandise from abroad at prices much below the Venezuelan cost of production. Our subsidiary has been affected along with all the other members of the industry. The government has under consideration the recommendations by the commission for proper protection of the industry.

Innocently believing that a published annual report is public property, I included these two paragraphs.

#### Ready to sue

What happened when company officials perceived that their comments to stockholders were about to become part of a published book, I do not know. I do know that within a few days I received a hot telephone message from the company's legal department informing me that the . . . Corporation would sue me and the publishers and I don't know who else if that "misleading, untruthful" article ever reached print. This was followed by a similar letter.

Having no desire to wage a war with a powerful corporation, I retreated.

My next note to the very gentlemanly executive with whom I had been corresponding stated that I would be glad to make any deletions or changes he considered advisable. For a time it looked as though an armistice might be in the offing. I received the following telegram:

REVISED AND AUTHORIZED MATERIAL FOR YOUR PROPOSED BOOK SHOULD BE READY FOR MAILING WITHIN A FEW DAYS IN THE MEANTIME AND AS STATED IN OUR APRIL 22 LETTER YOU ARE NOT AUTHORIZED TO USE YOUR EARLIER DRAFT WHICH WAS INACCURATE AND MISLEADING AND IF YOU PUBLISH ANYTHING ABOUT THIS CORPORATION WITHOUT OUR AUTHORIZATION WE SHALL TAKE ALL NECESSARY STEPS TO ENJOIN PUBLICATION OF YOUR BOOK AND TO RECOVER DAMAGES.

Nothing arrived. I waited a week and sent off a letter to the effect that the publishers could wait no longer. I was sending them my manuscript. This time I received an immediate wire from my contact:

SUGGESTED REVISIONS AND REPRODUCTIONS OF . . . ADVERTISEMENTS WILL BE AIRMAILED MAY 26. MY APOLOGIES FOR THE DELAY.

May 26 came and went. Nothing arrived. I decided I had played at war long enough. The chapter actually was not worth all this hullabaloo, so I pulled it out of the manuscript.

About 7:30 A.M. on a mid-June morning, the phone at my home rang. The voice at the other end was steeped

*Continued on Page 28*

## Politics for Employees

Continued from Page 8

teams in each department to serve as volunteer workers. Generally, solicitors received contributions from Democrats and Republicans alike. We did not find it practical to restrict solicitors to work for any specified party or candidate. This would have been confusing and might have led to useless arguments.

Each contributor stipulated the party or candidate to which his money should go. Each contributor was given a sticker bearing the words "Good Citizen" to affix to his plant badge.

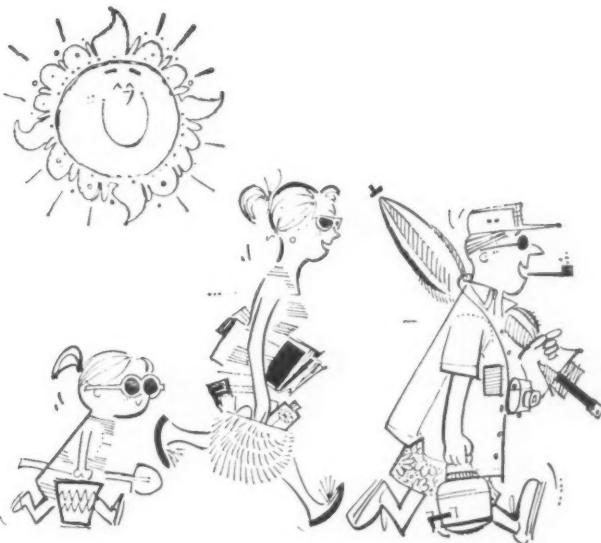
Desks for State Deputy Registrars of voters were placed at plant cafeterias and elsewhere in Azusa and Sacramento. The books were open for an hour before work, at lunch time, and at the close of the working day. Written notice of the presence of Deputy Registrars was given each employee and it was announced on plant loudspeakers.

Two thousand eligible voters registered, who otherwise might not have been enrolled — 500 a day, almost one of each seven employees. This is a remarkable record considering that registration legally closed only a few days after our campaign began.

Contributions were made to election funds by 70 per cent of our working force or by nearly 11,000 employees. These totalled \$25,000, or an average of better than two dollars per contributor. We think we will do even better next year.

Since the campaign, more than 50 other corporations have inquired about the details of our plan and I believe a great many will follow it, with modifications, in 1960.

I can think of nothing more important at a time when we are engaged in a world-wide struggle to determine whether mankind will take the free road or lose itself in the jungle of Communist totalitarianism. I feel that leaders of business and industry have a great responsibility to awaken the minds and consciences of our people to the privileges which are ours. ●



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MAKE YOUR RESERVATIONS EARLY!**

# A PUBLIC RELATIONS PROGRAM FOR HIGHWAYS

By Cliff Hutchinson

• Mahomet, the Moslem Prophet, said: "If the mountain will not come to Mahomet, Mahomet must go to the mountain." This same reasoning led the Wisconsin State Highway Commission and the Wisconsin Road Builders Association to conduct a successful public relations plan.

Since highway projects cannot easily be taken to the public, they decided, then people should be brought to the projects — via newsmen, photographers and broadcasters. The decision proved valuable, resulting in a more nearly accurate understanding of highway construction by the press and its readers.

The Highway Commission and the Road Builders Association teamed up to arrange a three-phase bus tour which took editors, reporters, photographers, radio and television newsmen and legislators for an intimate look at the magnitude and complexities of modern highway building. Wisconsin

will have more than 100 miles of the new Interstate System open for traffic by the end of 1959.

## Groups select site

Armed with maps, diagrams and fact sheets, news and broadcasting people viewed interstate construction scenes selected by the two Wisconsin groups. This resulted in radio and television reports and writeups and pictures in dozens of the state's newspapers.

The power of earthmoving equipment and panorama of mass clearance set photographers' cameras clicking and writers' pencils flying as highway officials answered questions and explained what was taking place.

A typical report was written by the *Eau Claire Leader*: "What happens when an irresistible force like a tornado meets a huge highway project on the move? Construction crews just clamber aboard their huge machines when the storm is past and keep right on moving, gouging a path that makes even the wake of a twister appear puny by comparison."

And the *Milwaukee Journal* wrote: "Big bites have been chewed from the hills of Dunn and St. Croix Counties by giant machines and explosives which have teamed up with men to build the important section of a Federal Interstate superhighway between here and Hudson."

Or, "They're moving mountains and filling canyons in Western Wisconsin in a major face-lifting operation that by September, 1959, will mark the opening of a 55-mile segment of the state's 452 miles of the Federal Interstate Highway System," the *La Crosse Tribune* reported.

Enthusiastic reporting provides a shot in the arm for the highway program. But successful public relations programs don't just happen. Wisconsin's press tour was the result of careful, long-range planning. The idea evolved during a brainstorming session of the Commission's nine district engineers.

"It was unanimously agreed among the Commission and staff members that since we couldn't bring the 'mountain to Mahomet,' then we could take 'Mahomet to the mountain,'" says Wisconsin State Highway Commissioner Harold L. Plummer.

Preliminary conferences were held and attending were representatives from the Road Builders Association, Highway Commissioners and the Commission's information staff. An overall plan was developed and assignments were divided among the groups and individuals spearheading the program.

## Key people contacted

Next step was to contact key people in the area where the tour was to be held. They included personnel in service clubs and chambers of commerce, urban and county traffic officials, state (district) and county highway officials and others involved locally with any phase of the tour.

A dinner and social hour were held the night before the tour. Sleeping accommodations for visitors were provided through an Arrangements Committee. Local officials procured buses, and tour officials were careful not to load any bus to capacity. This left room for cameras and other reporting equipment.

Portable public address systems in-

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• CLIFF HUTCHINSON, after five years as Public Relations Director for the Wisconsin Department of Agriculture, joined the Wisconsin State Highway Commission as Public Information Officer. The Public Information section was established in 1955 during the reorganization of the entire Highway Commission. In his capacity as Public Information Officer, Mr. Hutchinson supplies data to newspapers, radio and TV stations. He also handles photography for the Commission and answers inquiries from the public on Wisconsin's highway program. •

stalled in the buses were used by local engineers to describe project details in nontechnical language as the tour progressed; speaking equipment was removed at each stop so that narrators could be heard above machinery noises.

Newsmen were impressed with the combined advantage of being "on the job"—and also having state and district highway engineers from construction, design, materials and planning present to explain processes and answer their questions.

First phase of the tour covered work on the Wisconsin portion of Interstate Route 94 in the northwestern part of the state. The second phase took writers and cameramen for a first-hand look at Route 94 from the Illinois state line north through three counties. Several hours were devoted to observing progress on Milwaukee's expressway system.

Another phase of the tour included stops in Waukesha County, west of Milwaukee, on the completed portions of Interstate Route 94. Several of the newly adopted red, white and blue Interstate route markers were in place and the completed sections were strictly policed.

In addition to dozens of news and feature stories and radio and television reviews of the tour, weekly and monthly publications carried and still carry stories and pictures, spreading enthusiasm for and understanding of the highway program well beyond state borders.

#### Good reception for program

The *Milwaukee Sentinel* stated: "It was an inspiring and informative trip and it served a good purpose. Many of those who went along acquired a new, intimate knowledge of the complexities, difficulties and magnitude of modern highway construction.

"All were impressed by the giant strides now being taken here in our own area as part of this greatest of all peacetime construction programs. The big cities of the future, as well as the small towns and the quiet countryside will be molded and modified by the traffic arteries which we build today.

"In a sense, the highway tour was an introduction to the America of

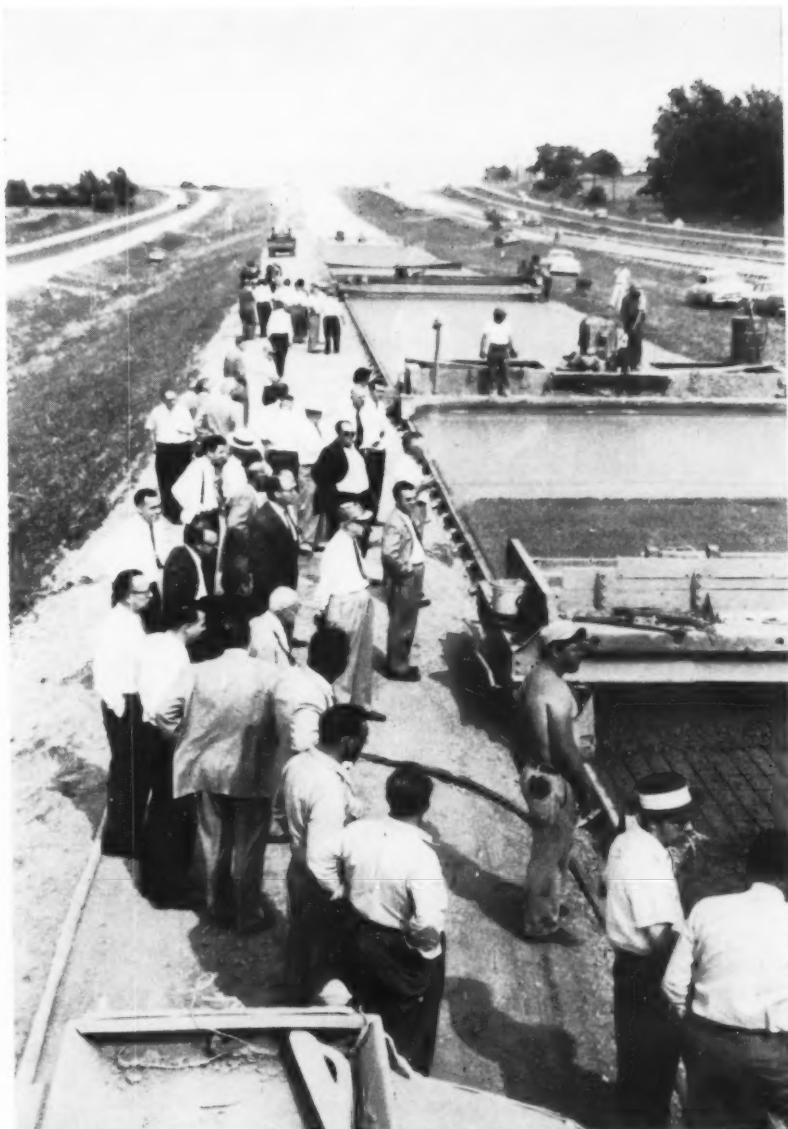


PHOTO COURTESY STATE HIGHWAY COMMISSION

*WISCONSIN NEWSMEN* on State Highway Commission sponsored press tour observe paving operations on Waukesha county portion of Interstate Route 94.

Tomorrow. It was a good idea. There should be more such introductions."

The tour in large measure was successful because of the printed material in the press kit furnished by the State Highway Commission. Drawn up specifically to fit each site visited, it provided a dramatic touch because it tied in construction with projected plans.

The press kit contained such items as: (1) Interstate System Fact Sheet, listing costs, target dates, contracts and equipment, etc.; (2) Diagrammatic breakdowns of sections of Interstate

Route 94; (3) A four-part map showing the general plan for the Milwaukee County expressway system; (4) Other maps and diagrams of various locations and routes; (5) A Wisconsin road map, and (6) Plan and profile of Interstate Route 94 in county visited.

In the current nationwide effort to maintain and increase practical public relations in behalf of the highway program, Wisconsin believes it made a contribution. The state won public support and generated enthusiasms for the program now underway. ●

# A "Library of Ideas"

By Dwight Rockwell, Jr.

• A unique graphic arts idea center—one geared to the needs and interests of public relations practitioners and persons in allied fields—is currently being put to work by Mead Papers Inc. as a year-round public service project in New York City.

The "Library of Ideas" is housed on the 11th floor at 230 Park Avenue. It is filling the gap for a source of fresh ideas on color, layout, design and types of paper—all of vital importance in continuing to maintain the graphic arts as a potent communications tool.

## Library develops good will

Designed primarily as an "institutional" sales promotion service, the Library seeks to create, develop and maintain good will for the sponsor by establishing a working relationship between the company and all persons whose responsibilities require a constant awareness of new developments

and approaches to graphic design in terms of their relationship to paper. Such people are concerned with the varying effects to be achieved by use of the right paper, coupled, of course, with employment of effective visual devices.

The purpose in maintaining the Library is two-fold: (1) a genuine concern to advance knowledge and appreciation of the possibilities and contributions of graphic arts, and (2) to develop a preference for the company's products. Even when the job calls for paper other than ours, we are pleased to help.

Our company is not entirely altruistic. If we can help in the execution of any project involving design and paper, the company may be remembered—and its products used when applicable.

The Library's basic concept is that most ideas are adaptations from other ideas. This premise suggests that problems involving graphic arts are most readily solved by applying past methods to present questions.

## Exhibits change frequently

A special feature of the Library is its changing exhibits—each different, but each demonstrating the importance of properly planning and executing design. Every exhibit emphasizes in great depth one specific segment of printed material; for example, the current house magazine display contains more than 6,000 corporate publications collected from 3,800 industrial editors.

And for those seeking fresh, creative approaches, the Library provides three reference categories:

1. Collections of thousands of printed mailing pieces, ranging from

decalcomanias and women's club invitations to tariff forms, recipe leaflets, record album covers and company publications. This grouping is categorized by industry, such as transportation, women's clothing, banking, chemicals, etc., and by printed types, such as anniversaries, broadsides, cartoon approaches and instruction booklets.

2. A collection of 300-400 paper types available in this country, imports as well as those domestically-produced. Included are numerous specimens of rare and exotic stocks—Hosho and Okawara from Japan; Maidstone and Charing from England; Amalfi and Fabriano from Italy; Weimar from Germany; and many others comprising a paper collection not found in toto anywhere else in the world.

3. A growing collection of books examining all phases of graphic arts and design.

Annual reports, always a challenging public relations assignment, are featured each fall in an exhibit encompassing virtually all design features of annual reports, including covers, graphs, and highlight pages from publications issued to stockholders of thousands of U. S. and foreign corporations.

How does the Library collect its thousands of specimens? Annual reports are solicited from companies listed on the New York Stock Exchange, from those on the American Stock Exchange, and from a number of independent sources. Specimens for health and welfare exhibits are obtained from national and local welfare societies throughout the United States, Canada and Hawaii through the help of the National Publicity

• DWIGHT ROCKWELL, JR., who joined Mead Papers Inc. in 1951, believes that persons employing the graphic arts as a communications medium can benefit from a broader understanding of paper and its role as a vehicle for the printed message. As a result of this belief, Mr. Rockwell ended up working closely with Mead officials in helping to establish the "Library of Ideas." His extensive studies of American history and literature have proved useful in his current capacity as director of Mead's library. A graduate of Phillips Academy and Williams College, Mr. Rockwell is a Navy veteran of World War II. •

Council for Health and Welfare Societies.

But most of the "loose" items—the broadsides, the display cards, the questionnaires—are acquired from private companies who have added the Library to their mailing lists. Other contributors include advertising, printing and public relations firms whose members use the Library and know of its needs. Graphic arts societies also provide great quantities of material.

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**PAPERS OF THE WORLD** were recently on display in Mead Corporation's "Library of Ideas." Dan F. Morris (left), president of Mead; H. E. Whitaker (center), chairman of the board, and Clarence Francis (right), member of the board of directors, look over a selection of printed pieces on display at the library.

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## Books in Review

CAN CAPITALISM COMPETE?, by Raymond W. Miller, The Ronald Press Company, New York, 1959, 248 pp. \$4.50

Reviewed by Robert E. Curtin, Jr.  
E. I. du Pont de Nemours & Co., Inc.  
Wilmington, Del.

• In spite of all the postwar discussion concerning the "shrinkage of the world" under the influence of technology, a fairly strong current of isolationism appears still to be flowing in American cultural and political life. Much of this, no doubt, is unrealistic, wishful thinking; perhaps some degree of unconscious reluctance to accept the new conditions persists in all of us and is quite natural. In practice, nevertheless, it exerts an influence on the conduct of Americans abroad, on

the impressions formed in other lands concerning our intentions there. In short, it does much to color what might be called the public relations of the United States abroad.

The result is disturbing to Raymond W. Miller, whose new book, *Can Capitalism Compete?*, is an absorbing report on our standing in world opinion, and is also a program—or at least a series of very practical suggestions—for action. The author's qualifications leave no doubt that we should hearken carefully to what he has to say. Mr. Miller, who is president of Public Relations Associates, Inc., in Washington, is no armchair researcher. His material is derived first hand from extensive travels abroad, especially on assignment from

the Ford Foundation in a project to determine how American capitalism or "service capitalism," as he calls it, can best be presented to other peoples in the face of communist propaganda pressure.

The background which Mr. Miller brings to this problem is impressive. Among other things, he is a graduate school lecturer at Harvard and the University of Pittsburgh. A public relations practitioner of broad experience, he has been president of the American Institute of Cooperation and consultant on public relations to the Food and Agricultural Organization of the United Nations.

In the course of presenting a concise and clear historical analysis of capitalism, socialism and communism, Mr. Miller shows how the battle lines of ideology have been drawn throughout the world. In this fight to the death for the mind of man, he feels, capitalism has suffered severe reverses, due in large part to our own failure to understand the true nature of modern capitalism as it has evolved in the United States. Too often we confuse the old-time "exploitive capitalism" — Mr. Miller's own term — and the system that prevails in America today. Handicapped by this confusion, we have not been able to communicate a true impression of mid-century America to other peoples. "Exploitive" capitalism, in Mr. Miller's view, was characterized by, for one thing, colonialism.

"American service capitalism," Mr. Miller finds, is dynamic, unique and still evolving. Its essential characteristic, he says, is that "it participates in producing economic progress through social justice by democratic means." He also terms it "private enterprise with a conscience." By adopting the concept of public relations as an essential responsibility, America's industrial and commercial leaders are greatly altering the economic and social environment of the nation. The philosophy of "putting fellowship, truth and honesty" into business, he contends, is "perhaps the greatest development of the genius of America in the field of economics."

The problem of creating worldwide understanding of what has been

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going on in America is formidable but far from insoluble. Government alone cannot do it, in the author's judgment, because to people who have suffered from governmental oppression, the pronouncements of any government are always suspect. People-to-people contacts, he believes, offer the most effective approach to the problem. Modern public relations techniques are also extremely promising. One of the most interesting chapters of the book is devoted to a discussion of this. Another fascinating chapter develops a veritable catalogue of what the author calls the "little things" — the gremlins of human and public relations — which frequently emerge as important barriers to international understanding.

*Can Capitalism Compete?* is a widely ranging dissertation, well indexed and annotated, which merits the careful study of public relations practitioners, especially those whose responsibilities extend across our own borders. For them it is a practical manual as well as an illuminating treatise on one of the most frustrating problems confronting the world today. •

INDUSTRIAL JOURNALISM TODAY, Editorial Policy and Content, by James McCloskey, Harper & Brothers, New York, 1959, 273 pp. \$4.75

Reviewed by Scott M. Cutlip  
School of Journalism  
University of Wisconsin

• This book deals with the content of the company employee publication rather than with the "how to" of layout, writing, headlining, etc. Despite the fairly broad title, this book deals exclusively with company publications for employees. For the past nine years Mr. McCloskey has been the editor of "Service for Company Publications," a useful service provided company publication editors by the National Association of Manufacturers. The author brings both the strengths and weaknesses of his NAM experience to this book.

As editor of "Service," Mr. McCloskey screens and studies several hundred employee publications each month. Out of this work he has collected a host of excellent ideas to use

in explaining profits, promoting safety, etc. These tested ideas for getting information across to employees represent the strength of the book. The minus of the book is the flat assertion of some of NAM's economic theories. The book reflects and perpetuates the faulty and all too common notion that our corporate enterprises are not telling their story and that business is being gunned down in the public opinion market place by its more articulate critics, e.g., "The union news-

papers have a distinct advantage in winning the opinions of employees."

At the outset the author makes it clear that an employee publication has no intrinsic value in itself, that its only value is that which is built into it by management and the editor. "The important thing is to have a purpose and to understand what means can be used to carry out that purpose." A platitude? Yes, but many, many publication dollars are

*Continued on Page 26*



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being wasted today because managements have never carefully thought through the objectives of the employee magazine.

In his early chapter on "The Framework of the Publication," Mr. McCloskey does not—in our opinion—place sufficient stress on the need for a climate of belief. Unless the employer has established credibility with his employees through fair and frank dealings with them, no publication can be effective. Credibility in the source of the communication is prerequisite to effective communication. Unless the publication's content squares with the context in which it is published the publication will be shrugged off as irrelevant or, worse, resented as irritating. Mr. McCloskey does make it clear that "Words cannot substitute for actions."

Nor does he put the company publication into its proper perspective as one small part of a total, on-going corporate public relations program. One could get the impression from the book that the publication was the total of employee communication. This is reflective of the exaggerated enthusiasm many house organ editors have for their jobs. In fact, Mr. McCloskey brushed off public relations with this one sentence: "Incidentally, relations with the public is not the same as 'public relations,' a phrase which has been invoked to cover so many piddling activities that it is fast becoming meaningless."

#### Small part of program

Thus, in our opinion, the book falls short in failing to emphasize that a publication's effectiveness must rest on the foundation of the employer's credibility with his employees, and that the employee publication is a vital but *small* part of a total public relations program each company must maintain in today's competitive world.

Nonetheless, this is a readable, useful book for the employee publication editor. It is loaded with ideas which may be used, with necessary local tailoring, to convey information on our competitive capitalistic system, the anatomy of profits, the tax story, the dangers of inflation, safety, employee benefits, etc. The book is indexed. •

EFFECTIVE COMMUNICATION IN COMPANY PUBLICATIONS, by C. J. Dover, Washington, D. C., Bureau of National Affairs, 1959, 356 pp. \$14.75

Reviewed by Richard J. Shepherd  
Director, Information Center  
Public Relations Society of America

- Company publications, on which estimated expenditures up to \$500 million are made annually, is the subject of this handbook, issued in loose-leaf, ring-binder form. Based, in the main, on General Electric Company experience, it is to its field what John McCarty's book *Community Relations for Business* (1956) is to the community relations field.

Presumably on the basis that what is good for business communications at large is also good for General Electric, these companion publications are significant as one company's measure of cooperation in loosening information barriers that have too long been standing athwart progress of many areas of public relations.

As a reference we know of nothing comparable to Dover's book since Garth Bentley's *Editing the Company Publication*, dating back to 1944. At that time company publications were about half as numerous as they are today. Since then, Dover points out, the trend has been to emphasize *interpretation and persuasion*, as compared to *informing* the reader. As the title of the new book suggests, it is oriented to latter-day developments.

But it is the broad, careful coverage of internal company publications—even to including case studies, sample pages, check lists, and other specialized data—that will make this handbook a specially useful guide to editors and others concerned with this widely used communications tool. There is even a check list for the editor's boss. The only omission we note is that it does not tell just who his boss is or where company publications fit into the total company organization. •

"People who know little are usually great talkers, while men who know much say little."

—Jean Jacques Rousseau



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## Letters to The Editor

### To the Editor:

Congratulations on a competent job of reporting on Public Relations in Israel by Burton M. Halpern in the May issue.

He summarizes the situation well and accurately, except for the remark that there is no word in Israel for public relations and no definition. As a visitor he could have overlooked a few interesting details:

It is correct that in Hebrew there is no differentiation between publicity and propaganda, but the terms "business publicity" and "political publicity" are used instead.

Public relations in Hebrew is the exact translation of public relations in any other language with the difference that first comes the word "relations" and then "public." This is probably not accidental. The Jewish ancestors understood very well the various shades of relationships. The religion prescribes an attitude of veneration of God, respect for father and mother,

love to neighbor, esteem for elders, decency toward slave and beast and charity for poor and sick. Also weight was attached to public, public good and even public opinion, as far as this was expressed by public leaders.

The association between "relations" and "public" has therefore a deeper meaning in Israel than perhaps anywhere else. The late speaker of the Israeli Parliament (Mr. J. Sprinzak) at every possible occasion used to request tolerance, understanding and decent public relations between various groups of the population. The Prime Minister, Mr. David Ben-Gurion, very often gathered representatives of various organizations in order to ascertain the prevailing views on various matters, and thus made, so to say, private opinion polls.

As to public opinion and public relations in the modern sense, an American professor (Cornell University) Louis E. Guttman, founded in Jerusalem 11 years ago an Institute of Applied Social Research and since then his very well known in the world of social measurement, "scaling system," has been successfully applied. He also encouraged the author of these lines and supervised a study on public relations (Public Relations by Dr. E. Vegrin, Ed. Tversky, Nov. 1951), which is still the first study in Israel of public relations and problems involved. The definition given there as "maintained efforts to achieve cooperation and understanding between groups in common business activities" is actually not very far away from the newest definition accepted by the International Public Relations Society.

That public relations is practiced in Israel mainly by Government bodies, labor institutions, communities, municipalities, settlements and not by commercial and industrial enterprises, is due to the fact that Israel is a small and poor country and private firms cannot afford generous policies. How-

ever, it is worthwhile to emphasize, that the idea and the meaning of public relations, "as it should be," are shared by all.

DR. E. V. VEGRIN  
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### To the Editor:

It's a good thing there's no reason for a low caloric diet as far as the digestion of information is concerned, or the readers of the June edition of PUBLIC RELATIONS JOURNAL would all be suffering from obesity.

The "something of interest" predicted in your editorial turned out to be "everything of interest" for me. It was the best single issue ever published in my estimation.

JUNE ELIOT  
Director of Public Relations  
American Society for the  
Prevention of Cruelty to Animals

## SITTER

Continued from Page 18

in molasses and melted honey . . . but a trifle tense.

### What to do?

"Is this Professor Frank Dunbaugh? Well, well, Frank . . . I am Jim C. You may not remember me, but I'm a close friend of . . . (here came a string of names of prominent Miamians). Well, Frank, I do want to see you when I come to Miami. I am just back from vacation to find this terrible mess about your book. You know, I happen to be the director of public relations of the . . . Corporation. I say, Frank old boy, what are we going to do about this?"

"Just tell your president . . . and your vice presidents . . . and your legal department . . . to stop making promises they do not intend to keep, and go back to sleep," I replied. "I decided a month ago that my data on the . . . corporation was not worth my reader's time. It is out of the book. Thanks for calling. Good-bye."

What is the answer? What is ethical? Should final manuscripts be submitted or not? I am still in a quandary. ●

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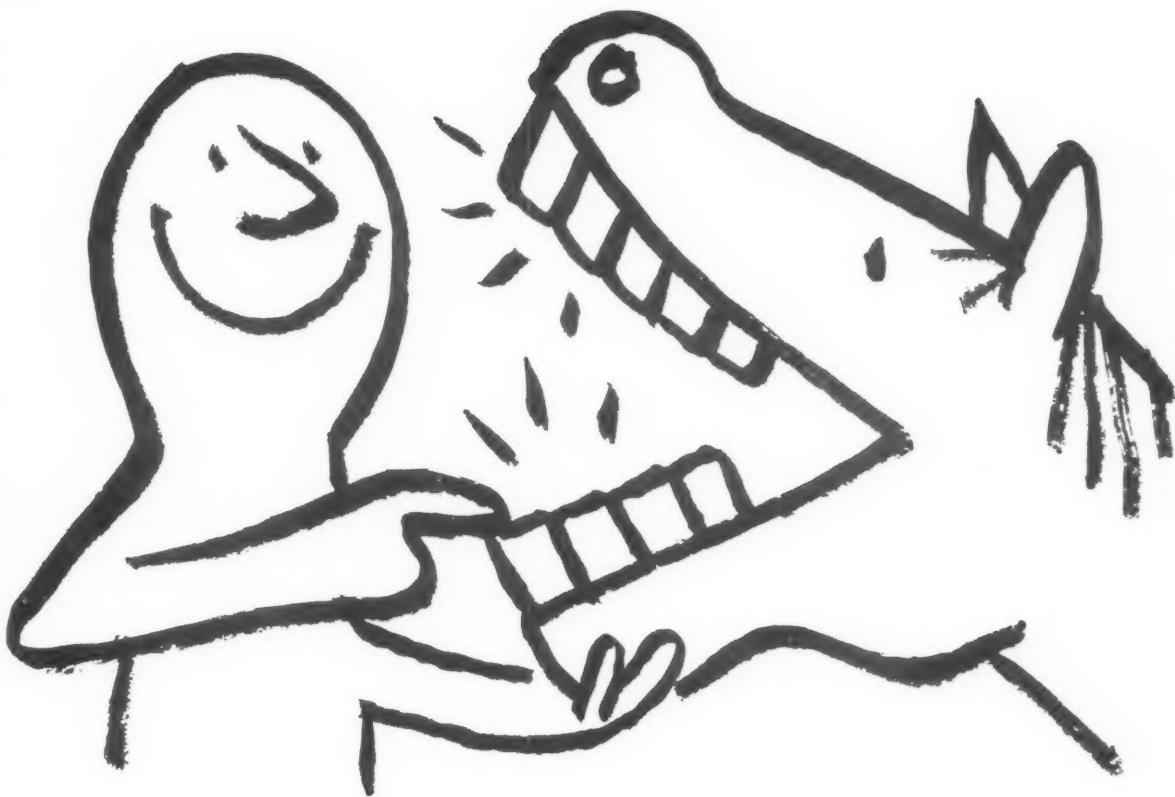
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